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69-3362

18 JUL 1969

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Midcareerist Follow-up

REFERENCE : Note for D/Pers fr DD/S dtd 20 Jun 69, same subj

1. In response to referent note, I have examined the attachment which listed those Personnel careerists who have attended the Midcareer Executive Development Course. The following comments are keyed to the questions posed therein:

A. I still consider the listed employees as officers of GS-15 potential, although the limited spaces available and keen competition for promotion to this grade strongly suggest that a number of the employees will not attain a GS-15 grade. Conversely, while I do not wish to speculate as to which of these employees will or will not attain a GS-15 grade over the coming years, I note that of 17 employees who attended the Midcareer Course prior to 1968 nine have been promoted to GS-14 and four have been promoted to GS-15.

B., C., E. To the extent that modifications have been appropriate or necessary, Career Plans for individual officers have been updated. Considerable attention has been given these officers and, as a result of a continuing review of their performance by our Career Board, most of the officers have assumed more responsible positions and received additional training as part of their development.

D., F., G. Specific plans for further advancement, training, and rotational assignment of these officers will be coupled with our current efforts to develop a meaningful succession program within the Office of Personnel. Through this program we seek to identify key personnel positions, determine the approximate dates that these positions will be vacated by present incumbents, select potential successors to the key positions through an intensive screening of our careerists, and provide those potential successors with the training and experience requisite to such assignment. Once the program is in operation, we believe that proper attention can be given not only to the development of Midcareerists, but to the development of our Personnel Officers at all levels.

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2. In summary, I believe that we have been only moderately successful in our selection and development of "comers" for the simple reason that we have lacked a comprehensive program which would give sufficient attention to equally or more competent employees below the GS-13 grade level. Moreover, the development of Midcareerists has been made less meaningful by the fact that "Career Plans" have rarely incorporated assignment projections which point to known attrition in specific key jobs. It is in these areas that much of our effort is being directed in developing a program of succession within the Office of Personnel.



Robert S. Wattles
Director of Personnel

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